
Citation:

Kaladze, N and Bibilashvili, L and Bandzeladze, M (2020) Women in Public Relations in Georgia. EUPRERA Report Vol. 2, No. 3. Project Report. Creative Media and Communications Research Ltd & EUPRERA, Leeds/Brussels.

Link to Leeds Beckett Repository record:

<https://eprints.leedsbeckett.ac.uk/id/eprint/7043/>

Document Version:

Monograph (Published Version)

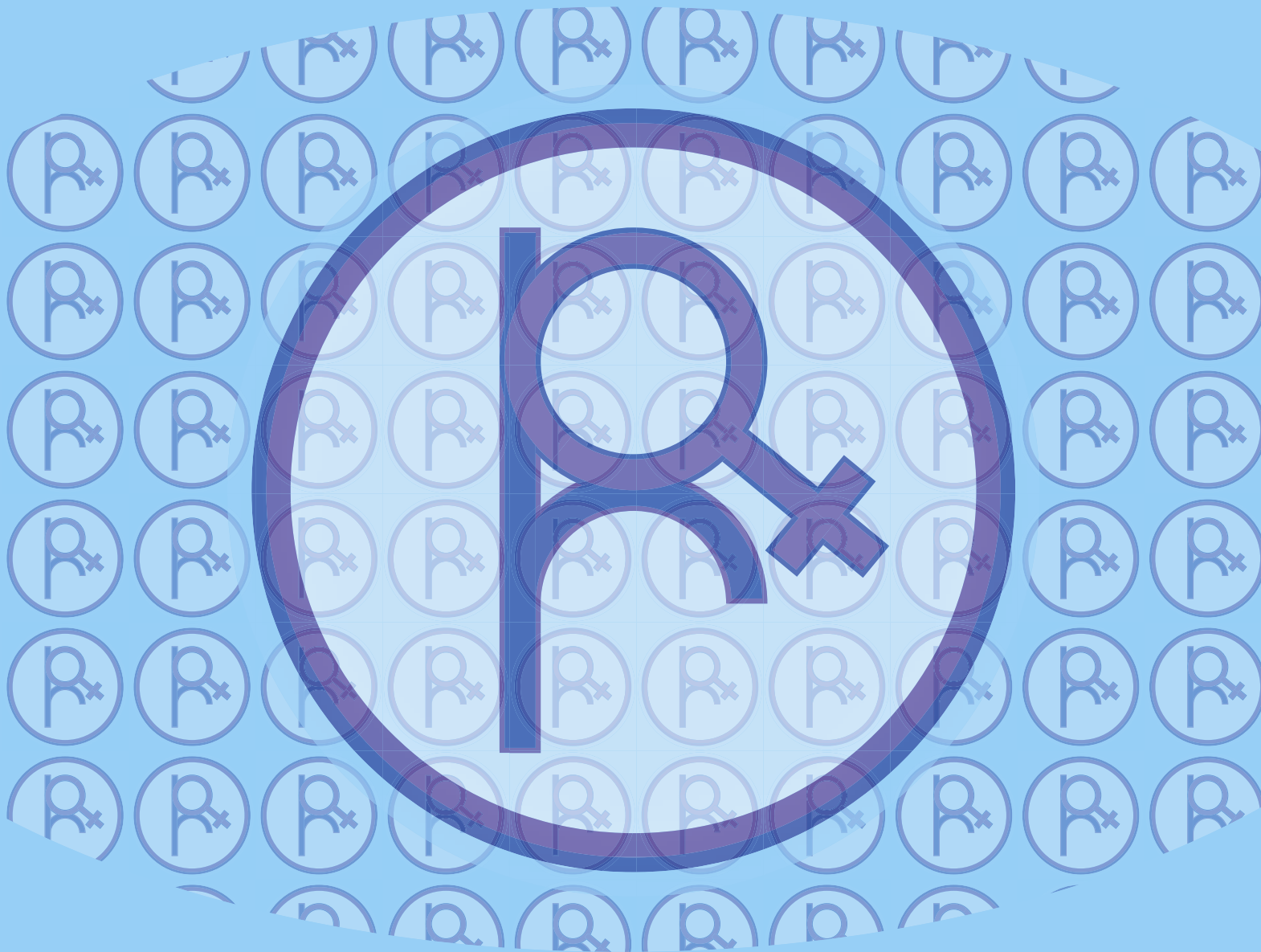
The aim of the Leeds Beckett Repository is to provide open access to our research, as required by funder policies and permitted by publishers and copyright law.

The Leeds Beckett repository holds a wide range of publications, each of which has been checked for copyright and the relevant embargo period has been applied by the Research Services team.

We operate on a standard take-down policy. If you are the author or publisher of an output and you would like it removed from the repository, please [contact us](#) and we will investigate on a case-by-case basis.

Each thesis in the repository has been cleared where necessary by the author for third party copyright. If you would like a thesis to be removed from the repository or believe there is an issue with copyright, please contact us on openaccess@leedsbeckett.ac.uk and we will investigate on a case-by-case basis.

EUPRERA REPORT Vol.2, N°3
Women in Public Relations in Georgia



Natia Kaladze, Leli Bibilashvili, Mari Bandzeladze

First published 2020

By

Creative Media and Communications Research Ltd, 4 Cobden Place, LS12 5LJ, Leeds, United Kingdom

&

EUPRERA Bd. Du Jubilé 71 bte 3, 1080 Brussels, Belgium

EUPRERA Report Vol. 2, No. 3

Women in Public Relations in Georgia

Authors:

Natia Kaladze

Leli Bibilashvili

Mari Bandzeladze

Cover Page design

Christian Goodman

Layout and Formatting

Martina Topić

EUPRERA REPORT Series Editor

Martina Topić

EUPRERA report ISSN 2633-2353

The right of the author to be identified as the author of the report has been asserted in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988. All rights reserved. No part of this report may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter known invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe. The report is produced for non-commercial purposes only.

Suggested citation: Kaladze, N., Bibilashvili, L., & Bandeladze, M. (2020). Women in Public Relations in Georgia. *EUPRERA Report* Vol 2., No. 3., in - Topić, M. (ed), EUPRERA report series. Leeds/Brussels: Creative Media and Communications Research Ltd. & EUPRERA. ISSN 2633-2353.

Authors

NATIA KALADZE has been working at the University of Georgia since 2005, and since 2009, she serves as Dean of School of Social Sciences. During her career, she participated in the research project “Integration of Ethical Minorities of Georgia” funded by Open Society of Georgia in 2010 and “Media and Minorities in Eastern and Central Europe” organised by Centre of Independent Journalists in Bratislava, Slovakia (2000). She was one of the members of the Media Study Tour team in the United States (2008). She spent one semester as a JFDP Fellow funded by American Council at the University of Kansas, School of Journalism and Mass Communications (2008-2009). She participated in the Public Broadcasters Programme (2010) to study Public Broadcasting in the USA. She is one of the founders of www.mediaeducation.ge website funded by World Learning and USAID (2009). She coordinated summer school training in Public Policy Analysis funded by USAID, East-West Management Institute (Policy, Advocacy and Civil Society Development in Georgia (G-PAC)) (2011). She won a grant from VIŠEGRAD International Fund to implement European Studies courses at the University of Georgia (2012). She was participating in the exchange programme Accountable Governance (Children Welfare) in the United States (2012). She was Project Coordinator and Scientific Editor for the book translation “Television Field Reporting and Production: Visual Guidebook for Storytelling” funded by Open Society of Georgia Foundation (OSGF)(2014). She participated in Media Education Programme (2019) in the United States organised by the US Embassy in Georgia. She has published several publications, including “Media impacts on society and the role of news”; “Media and Minorities in Eastern and Central Europe” and “Team Management and Sustainability”.

LELI BIBILASHVILI holds a PhD in Mass Communications. Currently, she works as an Associate Professor and the Head of Journalism and Mass Communications Department at The University of Georgia (since 2014). Leli is a member of the International Public Relations Association (IPRA). She has multiple years of experience both in academia and the industry. Leli has published the following publications: Information Sources and Effectiveness of Communication Channels in Georgia, Authority and Society N2 (18) (ISSN 1512-374X), 2011; Message Development for Social Campaigns, Authority and Society (ISSN 1512-374X), 2011; Brands and Customer Behaviour Characteristics in Georgia, Authority and Society N1 (21), (ISSN 1512-374X); Brand and Strategy, Authority and Society 2 (22), (ISSN 1512-374X), 2012; Georgian

Brands - Occasion or Intention?!, Caucasus Journal of Social Sciences #5, 2012; Cultural Characteristics of Global Branding in Georgia, Caucasus Journal of Social Sciences, 2013; Public Relations and Corporate Social Responsibility, Authority and Society #2 (38), 2016; Women in Public Relations: A Literature Review (1982-2019) - EUPRERA report Vol. 1, No. 1, ISSN 2633-2353, 2019 and Team management and sustainability, Sinergie - Italian Journal of Management, ISBN 97888943937-1-2, 2019. Leli has successfully participated in various international and local conferences and workshops such as the 21st EUPRERA Annual Congress, 10th International History of Public Relations Conference, Teachers' Conference of the European Journalism Training Association (EJTA), 5th World Journalism Education Congress, EJTA Teachers' Conference on Crisis Reporting and EJTA Annual Conference. Leli has worked as IMC Consultant for several years in the ACT Global (Research and IMC Consulting Company), bank sector and non-governmental structural units.

MARI BANDZELADZE holds a PhD in Sociology. Mari has been successfully engaged in academic work for 10 years. She leads and teaches numerous courses at leading Georgian universities. She is an Associate Professor at the University of Georgia, School of Social Sciences - (since 2014). Since 2016, she also serves as a Member of Academic staff of University of Georgia, School of Social Sciences. She delivers lectures in Sociology, Political Sociology, Sociological Research Methods, Marketing Research Methods and Research Design - for UG, PG and Doctoral students. Except for academic activities, she provides research practice at "PR and Consulting Laboratory" of the University of Georgia, School of Social Sciences. Also, her empirical activities include expert and consulting services for separate private research companies, individuals, non-governmental and business organisations. Mari has 15 years of experience in marketing and sociological research planning, managing and analysing. She has worked at the companies ACT and TNS, as well as having personal research experience as an independent expert. Her professional skills also include the 10-year experience of marketing, sales and product development in large financial institutions.

Summary

The purpose of this research was to determine the attitudes of women employed in the field of public relations (PR) towards career development and success opportunities, in regards to their gender. Also, the study explores what is their view, on the career advancement opportunities of women in the public relations industry - compared to men. Do women consider a balance between professional success and successful family life possible and do their gender and/or stereotypes about women's abilities hinder women's success. We were also interested to explore what women employed in the PR field consider essential skills for a manager and whether they consider themselves to have such skills. Here, their views on male and female superiors/managers are interesting - focusing on the positive and negative factors. After the research data were analysed, the following main findings were identified: the process of socialisation stigmatizes gender differences and determines the attitude of each gender towards the stereotype, the figuration of men among the agents of primary socialisation, already in adulthood, changes the degree of communication of PR leaders and subordinates with the masculine environment - uniquely.

Although clearly none of the interviewees mentioned the advantage of working with male employees/bosses, from the conversations with some of them, there is still a hidden/subconscious desire to work with the opposite gender. This, naturally, is influenced by gender stereotypes, however, ultimately this still determines their attitude towards the opposite gender. The data also revealed that there is a striking trend where all of our interviewees believe that career advancement and successful family life are possible at the same time. They say because they are well aware of the real difficulties that come with building a career in parallel with effective family management. Most importantly, obstacles to career advancement are not related to their gender, however, we can not fail to mention here the opinion of some of them, according to whom - with family cohabitation, career advancement is possible, but unlike men, it is considered very difficult. This attitude is similar to the position of women in employee positions and is characteristic of the patriarchal society - where it is still believed that the main burden of family caregivers falls on women.

Despite the stereotypical views observed during the research process - regarding the factors hindering the success of women and the role of men and women, the female and male professions, etc., which still exists in the consciousness of the public (including women employed in the PR sector) and

naturally consciously or unconsciously influences their views - the main and positive findings of the research are clearly the tendency according to which, in the first place, women do not see **PR** as a male profession. They do not feel uncompetitive when competing with men - especially for gender reasons.

Again, under the influence of stereotypes, it is believed that career advancement is easier for a man, but nevertheless, they believe that career advancement, in general, is associated with many difficulties. Based on these positive findings, we can assume that women in the **PR** sector are less at risk of developing and achieving their career success, although for the next phase of the study it would be interesting to see the dynamics of changing gender stereotypes and their areas of influence. This will allow us to talk about the problems caused by gender stereotyping in the **PR** sector, as well as in Georgian society in general, and possible ways to eliminate these problems.

Keywords: PR industry, Georgia, gender equality, discrimination, stereotypes, bloke-ification

Content

The Rationale for the Study and Methodology	7
The Socialisation and the Career Experiences	12
The Comparison of Male and Female Managers	15
Key Findings from Segment Research	25
The Women Managers	29
Findings and Conclusion	41
References	46

The Rationale for the Study and Methodology

This research aimed at identifying the attitudes of women employed in the field of public relations (PR) towards career development and success opportunities, in regards to gender. Also, the research explored what is the view of interviewed women on the career advancement opportunities of women in the public relations industry - compared to men. Do women consider a balance between professional success and successful family life possible and do their gender and/or stereotypes about female and male abilities hinder a woman's success? We were also interested to determine what women employed in the PR field consider essential skills for a manager and whether they consider themselves to have such skills.

To achieve these goals, a qualitative research design was used; namely in-depth interviews. Women employed in both managerial and employee positions in the public relations industry were interviewed. A total of 19 in-depth interviews were conducted, 10 interviews with women in leadership positions and nine interviews with women in employee positions. The interviews lasted 30-40 minutes and, due to pandemic restrictions, were conducted in online chat mode. Interviews were organised according to the global pandemic situation using the online face-to-face interview method (Zoom, Webex, Microsoft Team, Viber) and audio recordings of the interviews were conducted. In the first stage, transcripts of these audio recordings were prepared.

Interviewees have worked in the industry from three to 24 years (bosses, table 1) and three to 11 years (employees, table 2).

Table 1. Interviewee demographic (bosses)

#	Pseudonym	Type of work	Position	Years of experience
1	Anna	agency	Head of Marketing and PR division	7
2	Gvantsa	agency	Head of Marketing and PR division	5
3	Tamta	NGO	Head of PR division	3
4	Magda	agency	Head of Marketing and PR division	24
5	Nia	agency	Head of International Marketing and PR division	8
6	Nina	agency	Co-Founder	23
7	Niniko	agency	Head of Marketing and PR division	24
8	Salome	agency	Head of Marketing division	5
9	Salome	agency	Head of Marketing division of	5
10	Tata	agency	Head of Marketing	6

Table 2. Interviewee demographic (employees)

#	Pseudonym	Type of work	Position	Years of experience
1	Helen	NGO	CSR expert in NGO	3
2	Gvantsa	freelancer	Communication Specialist	9
3	Kate	agency	Communication Specialist	3
4	Nana	freelancer	PR Communication and Social media Expert	7
5	Sofia	agency	PR Specialist	7
6	Nino	agency	PR Manager	11
7	Nonika	agency	PR Manager	8
8	Qeta	agency	PR Manager	2
9	Tamara	agency	PR Officer	4

As required by research ethics procedure of the University of Georgia, all interviewees were informed that the interviews are being recorded, and they have also been informed them that the record will be used for research purposes only. Conscious consent was obtained from all to participate in the study and the interviewees were informed about the goal of the EUPRERA project and this particular study.

For maximum transparency and informativeness of the research results, we have structured the report by segments and conduct an analysis both separately and in combination - in the form of comparative analysis and key findings of the research.

The first interview questions were about the socialisation process, and these questions served to determine which gender environment did our interviewees grew up. Thus, we asked questions such

as where interviewees grew up, who they spent time with, who they played with, etc. The purpose of researching the gender environment of childhood was to explore a link between the current views of our interviewees and the environment in which they were raised. To what extent is the background of their initial socialisation related to their subsequent views on career development, women and men opportunities? Besides, questions on leadership and general experiences of working in the PR industry were asked. In that, we asked questions about lived experiences of women working in PR, views on the equality of opportunities, socialisation and social interactions at work and also leadership questions. In the latter, we asked interviewees to assess their leadership style (both bosses and employees) as well as a leadership style of their bosses (employees only).

The data was analysed using thematic analysis, which was deemed as good for this study. The thematic analysis is a sense-making approach that helps in reducing large data sets to themes, and identifying themes in the data (Lapadat, 2010; Rohwer & Topić, 2018). We used an approach of Braun and Clarke (2006) in presenting the data, where we created graphs to visualize main themes, and then we analyse data and illustrate it with direct quotes from interviewees. The thematic analysis is a particularly useful method for conducting new research, such as this one, where trends in the data need to be identified to inform conclusions and further research.

It's significant to mention that the findings in EUPRERA Report Vol.1, No. 1, with an extensive literature review (Topić et al, 2019) address key gender issues identified in the career development process between women and men. Particularly noteworthy is the fact that this report, similar to our research report, addresses stereotypical issues concerning women's career development regarding the fundamental role of a woman and the expected behaviours defined by that role rather than her career advancement - as seen in other European countries. The EUPRERA report identified that women continually face discrimination and that in four decades of research this discrimination has reached a full circle. In other words, women started to face the same issues in the last decade (2010-2019) as they did during the 1980s when they were facing stereotypes and bias within PR organisations (Topić et al, 2019; Topić et al, 2020). The report identified the need for future research, in particular cultural masculinities and the so-called bloke-ification, or a situation where women who embrace masculine characteristics of communication and behaviour succeed in organisations whereas women who show the so-called feminine characteristics are pushed behind

(Alvesson, 1998; 2013; North, 2016; 2016a; 2014; 2009; 2009b, Mills, 2014; 2017; Topić, 2018; Topić, 2020).

As for the situation in Georgia in terms of gender equality and women's development - despite the country's post-Soviet past, there has never been inadmissibility of women's career advancement. The idea of equality between women and men - gender equality - is not hindered by political will, which is evidenced by the process of emancipation of women in the country, which is deepening and developing in the right way. However, the legal framework necessary to promote women's development is still being refined, which naturally hinders the systematization and perfection of this process.

Gender stereotypes such as "feminine and masculine professions", "politics is a woman's business", "a woman's brain does not understand this", "a woman should be raised by a woman", "a man brings a man into the family and therefore a family" are among the factors hindering gender equality and women's development. He is also the elder and the like - he has always followed the Georgian reality and he is still quite deeply and firmly entrenched in the consciousness of the people, including, unfortunately, the new generation. This naturally affects the definition of a woman's place and role, as well as her ability to develop in the society and combat gender stereotypes - the role of public relations in the formation of public opinion as to the basis of stereotypes (Bibilashvili & Bandzeladze, 2017).

The persistence of these stereotypes is facilitated by the conscious and/or subconscious repetitive behaviours of society, including women, which are consistent with the echoes of established opinions in society and thus reinforce existing stereotypes and thus challenge the idea of equal opportunities for women and men. Among the reasons for these stereotypical approaches is the teaching of the Georgian state religion - Orthodox Christianity, which in a number of cases preaches obedience to a woman's husband and thus seems to determine a woman's role and place in society. (ibid).

Naturally, these preconditions pose a problem for a woman on her career path, as she has to challenge the views of her family members and the community around her on gender opportunities on a number of occasions. However, it is fair to say that the situation in the country is improving in this direction, which is reflected in the fact that the line between female and male professions and positions has been almost lost, society's approaches have been modernised - which contributes to

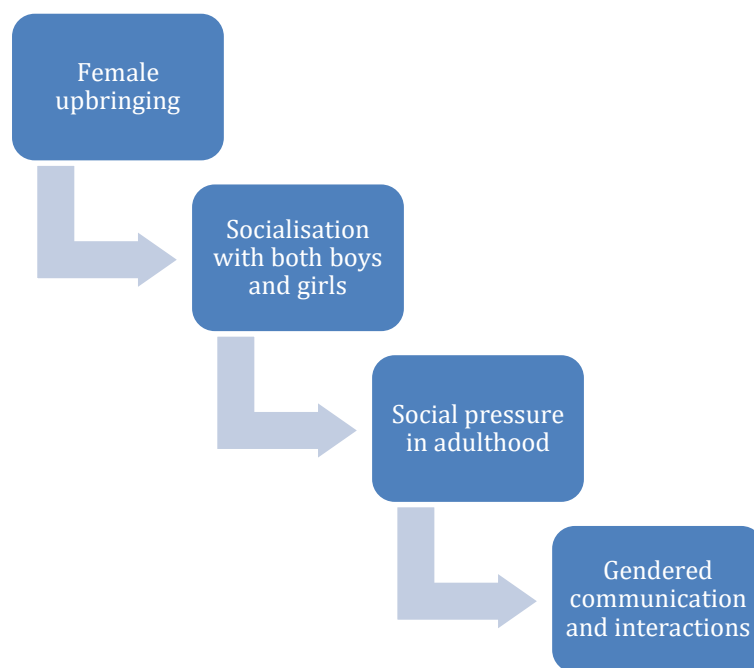
modernising the education system and access to modern approaches. However, there is a research gap on masculinities in organisations in Georgia, and this study contributes to that gap. Studying masculinities is relevant because women in Georgia might be progressing, as already emphasised, however, this does not mean that this progress is not hindered by social expectations that might be founded in cultural masculinities.

In the subsequent part of the report, we are reporting findings in two fields of inquiry, the socialisation and the career experiences and women and leadership in PR. In the latter, we are paying special attention to the views of women managers and women employees, and we analyse them individually and comparatively.

The Socialisation and the Career Experiences

The socialisation process and career experiences in Georgian PR industry follow a different path than in other countries. For example, while in England (Topić, 2020) and Croatia (Polić & Holy, 2020) women who socialised with boys reported more masculine characteristics as opposed to women who were socialised with girls, in Georgia, socialisation is mostly mixed and girls play with both boys and girls during their childhood (graph 1). However, a difference arises in adulthood where gendered communication takes place and women avoid embarrassment when communicating with men, thus meeting social expectations of appropriate behaviour. The influence, therefore, seems to be in the role of upbringing, which in Georgian case is with mothers who have the most control on the upbringing process.

Graph 1. Thematic Graph



In other words, based on the analysis of the data obtained during the conversation with the interviewees, for the first time among the socialising agents, the dominant role of the female family members was clearly revealed. This tendency is very natural for a patriarchal society like Georgia; especially considering that our interviewees belong to the transitional generation: from the traditional society to the modern one, in which the belief that a leading role in the upbringing of a child belongs to a woman (mother, grandmother) still has deep roots. However, based on the same interviewees, the participation of males in their upbringing should also be noted, which, however, had an unsystematic character. The same cannot be said about the gender balance of relationships with peers in the upbringing environment, as the vast majority of interviewees named boys as play/entertainment partners - indicating gender differences in children and, therefore, no restrictions on communication with each other. Unlike already in adulthood, when women and men are more restricted in communicating with each other through conversational topics and forms of communication.

When it comes to communication in adulthood, it is noteworthy that in the office, professional relations differ, and our interviewees place special emphasis on directness. However, at the same time, they emphasize attention, respect, and empathy for each other. They also point out that in a

professional relationship, it is important to maintain a balance between familiarity and collegiality. The existence of informal relations between colleagues does not mean excessive familiarity, and the latter is even detrimental to the common cause. The personal communication skills are particularly important given that the standard of their organisation, as well as the PR industry, is uniquely focused on teamwork style, which requires close correlational interaction between employees. In such conditions, they consider it important to maintain a balance between informal and professional-business relations, in relation to common organisational goals.

In their view, the teamwork of professionals (the effectiveness of which is no longer disputed by modern managers), is facilitated by the development of informal, personal relationships between them, the balancing of which, and bringing it into line with work relationships, increase labour productivity and the effectiveness of achieving the goal. In the same section, we can find some very interesting findings of the informal relationships between employees in organisations, in particular, our interviewees talk about the differences that, in their opinion, are observed in the interpersonal, informal relationships between women and men. In particular, the interviewees explicitly point out that only conversations between women are much more diverse and unrestricted in terms of topics, as the avoidance of the opposite sex, even though they perceive themselves as one team in relation to work, is not relevant in this case. Consequently, when only women are participants in informal conversation, both the content and the topic of the conversation are hesitant and indefinite. And when men are also involved in this communication, both parties are measured and demarcated to avoid embarrassment in front of either party and encroachment on their interests.

Exactly the same position is not fixed concerning humour. Our women interviewees point out that the jokes in a gender-diverse team are more measured by women, while men are less aware of the female factor and thus often cause embarrassment. For example,

Nino

"From my observations, you are more likely to hear an inappropriate joke from a man, which will put you in an awkward situation."

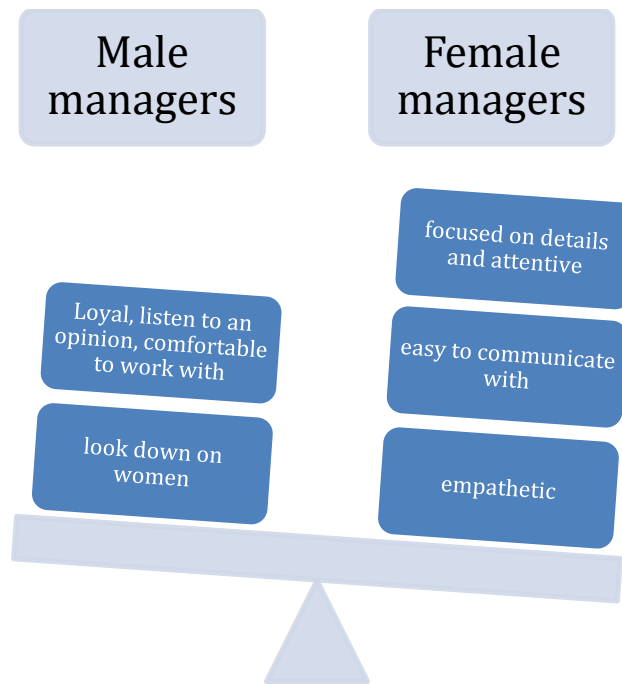
Here we meet such terms as the so-called "feminine" themes and "masculine" themes. Interviewees admit that they are more open when talking to women about "feminine" topics and suggest that the same openness will be in men's conversations when they speak independently of women, only in a masculine environment. These are the gender barriers that are not found in childhood, so-called interaction with primary socialisation agents (peer children) and which, with age, are based on stereotypes firmly established in society, and its influence is formulated in the consciousness of each of us. Based on this, members of the community classify "feminine" and "masculine" topics and, at the same time, create artificial barriers to communication with each other.

Our interviewees use the term "feminine themes", "masculine themes" completely unknowingly. Therefore, if there are "feminine" and "masculine" themes, it is quite logical that there are "feminine" and "masculine" professions, difficulties, approaches, etc. Which, in the end, forms the attitude towards gender equality-inequality. Thus, it turns out that the socialisation process stigmatizes gender differences and determines the attitudes of each sex towards a stereotype. Which ultimately affects the pattern of different sexual behaviours and the relationship between them.

The Comparison of Male and Female Managers

In the comparison of male and female managers, interviewed women expressed views which tend to favour women as opposed to men (graph 2). In that, women said that male managers are receptive, loyal, willing to listen to an opinion and thus comfortable to work with, but some male managers also look down to women. Women managers, on the other hand, are seen as empathetic, easy to communicate with and also focused on details and attentive.

Graph 2. Male vs Female Managers



First of all, it should be noted that the majority of our interviewees, who work as employees in the PR industry - say that they have a female manager. Although the data of the present research, due to its quality, are not generalizable and we can not extrapolate the results to the general population, at the level of the trend we can say that the field of public relations is more dominated by female managers and specialists than men - which in turn responds to one of the main tasks of our research - is it difficult for women to establish a place in the PR industry.

When describing male managers, women say that they are more loyal, more receptive and take into account the opinion of female employees, and thus, it is more comfortable to work with them. However, in relation to male managers, they also emphasize that they often "look down" on a female employee, and very rarely, if ever, they say about him that he says anything "smart". As for the characterization of female managers - our interviewees believe that women are more focused on details. For female employees, they are easier to communicate with because they have more empathy skills in specific situations, are more attentive and focused on the overall work - and ultimately, this makes it easier for them to work with female managers. For example,

Tamar

"Men and women managers, of course, are different. However, due to my profession, I would give preference to women managers, because they are detail-oriented, in most cases, they are interested in each activity and the quality of performance. "

However, the answers to the question - which of them would you like to work with the most - our interviewees' answers were mostly not oriented towards the gender of the manager and emphasized the fact that gender is not crucial in this case, because the comfort of working with the manager is determined by personal and professional skills.

It is also very interesting and thought-provoking identification of interviewee's female supervisor's management style with themselves and thus imitation of their possible managerial skills. In particular, the interesting thing about all this is that almost none of our interviewees equate with their managers' management style and say that they would not be the style of manager they have-and that is when none of them describes the boss negatively. Moreover, some of them believe that she and her boss are related to each other in many ways. However, in the future, her management style is not related to the qualities of the current boss. For example,

Nino

"My boss and I are equals and we have a lot in common in character and career development. I know what kind of woman I want to be in the future, but it has nothing to do with my current boss. "

It turns out that Nino is not dissatisfied with the manager, although she would be less like her. This fact ultimately leads to the conclusion that our interviewees compare their manager to themselves, think about how they would be in their place, and because they think they would manage processes and relationships differently, it actually means less satisfaction with their current supervisor.

It would probably be logical to continue the report by comparing the managerial skills of our interviewees with the managerial skills of their current supervisors. Given that none of our interviewees portrayed their manager negatively (as mentioned above), it was not surprising that all of them clearly display self-confidence, self-expression, emotionality, and sensitivity to people in their leadership

qualities. Relatively few responses are recorded - having managerial and analytical skills, managerial motivation, and even less - possession of operational skills that are important to the manager.

It is noteworthy that in these descriptions, many of our interviewees confirm the existence of aggression and political motivation between the qualities of her manager, which, by their logic, is not a good and positive characteristic for the leader. If we compare the given characteristics of managers with the description of themselves by our interviewees, in which similar managerial qualities should be distinguished, we can see that all the skills that were given in the list and positively characterize the modern manager, are clearly found in their own characteristics. And those characteristics that are less positive in their perception - although their managers had then, do not characterize with themselves. In particular, all of our interviewees state that they are self-confident, managerially motivated, have analytical, managerial, operational skills, and can present themselves as "promoters". Few of them say that along with these skills, they are emotional and sensitive to people - a few of them because they probably consider these two qualities to be a not-so-favourable trait for a manager. They emphasize that they try to show these skills less in their professional activities. As expected, none of them said they are politically motivated and aggressive.

If we compare these characteristics, we will clearly see a tendency for our interviewees to present their managerial skills more positively compared to the characteristics of her supervisor. This once again confirms the correctness of the conclusion we made in the previous block that none of our interviewees is completely satisfied with their manager. They do not completely like their managers and thus, describe themselves better and see themselves as a better manager. This fact in itself indicates that our interviewees in the PR industry are thinking about making their own careers in this field and see themselves as a leader/manager - which is very positive in terms of field development and self-development.

The characteristics that we obtained as a result of the interviews complement and perfect the qualities that our interviewees have already talked about above and that logically match their views on the qualities that are essential for a manager, from the same block of questions. The reason for making this assumption is the comparison of the two questions already analysed in the report, according to which our interviewees attribute better managerial skills to themselves from their managers and their

managerial skills, thus subconsciously emphasizing their superiority as a potential supervisor. This time, our interviewees are openly naming the skills that they think they have as managers and they are. For example,

“Demanding, but understanding and helping with path forwarding” - Elene

*"I do not put myself above my subordinates - I think I am a good leader - attentive and demanding"-
Gvantsa*

"I always try to set an example for others and I always try to be an example" ... - Katie

*"I am very demanding; I take into account the circumstances - but only once. It is often the case that,
on the contrary, the supervisor does not send the assignment on time "... - Nana*

*"I am a democratic, open-minded person, I avoid controversy, I accept criticism, I share tasks and
responsibilities” - Sophie*

*"I love leadership, but I am a very correct leader - I always remember that we must leave a positive in
the relationship, in all situations"- Nonika*

*„I am a maximalist, purposeful and result-oriented. Therefore, I am strict, demanding, but I put
everything in the framework of moderation. I try to control myself and other employees as much as
possible "- Keta*

As we can see, our interviewees are very well thought out about their managerial abilities and speak so convincingly and unequivocally about possessing these skills that it is unquestionable - their position on the evaluation of their own managerial style will be positive. This assumption is confirmed by the analysis of the answers to the question in which the interviewees were asked to name the essential qualities that they think a good, effective leader should have. Accordingly, according to our interviewees, the characteristics of an effective manager include: effectiveness of personal communication, willingness to listen and, if necessary, to receive the opinion of others, broad thinking, justice, democracy - however demanding and purposeful, able to control emotions and work in stressful situations, must be self-confident - must trust own self, must have clearly and firmly formulated thoughts and employees must not be able to manipulate it; must be results-oriented, adequately ambitious, energetic and exemplary to others.

As for the link between the qualities of an effective manager and gender - in analysing the responses of our interviewees, there is no connection between the gender of a manager and the qualities of an effective manager (the similarities between the qualities of an effective manager and male roles) - moreover, the effective and good manager is close to their own description of themselves as a manager. This, on the one hand, indicates that women in subordinate positions think about career advancement and see themselves in a managerial position, and on the other hand, they do not equate a good manager with a man in any way - do not even think that a good manager might characterize so-called "masculine" qualities. This indicates the tendency of Georgian society - more specifically, the PR industry - to get rid of gender stereotypes, which allows a woman to be as successful a manager/leader as a man.

The following block of our discussion plan served to verify this conclusion, which is entirely aimed at establishing the views of women employed in the PR industry on their prospects for further development in the field and the difficulties they face along the way. Also, the main purpose of this concluding section is to determine whether they believe that their gender and/or gender stereotypes, which still exist in Georgian and other societies (including Western ones, etc.), are an obstacle to career advancement.

First of all, a striking and very good trend is that all of our interviewees believe that career advancement and successful family life are possible at the same time. They say this against the background that they are well aware of the real difficulties that come with caring for a career in parallel with effective family management. Consequently, combining these two important areas and achieving effectiveness is considered possible if they properly manage their own capabilities, goals, life values, and most importantly, time management. And if we take into account that our clients this time are not managers, but employees in subordinate positions, we can say with confidence that their future plans, in parallel with family life, are related to the PR industry and more success in it. For example,

Tamar

"I think you can develop in any field and profession and have a successful family at the same time. This is due to many factors, but it is always possible to find a way to balance career and personal life, profession matters. I know a lot of married people who are much more successful in their careers than those who do not have a family and usually have to devote much more time to self-development. "

Most importantly, career obstacles are not related to their gender, as the answer to the question - "Do you think a woman can develop in her profession" - is uniquely positive and focused on future plans. However, we can not fail to mention here the opinion of some of them, according to whom - with family cohabitation, career advancement is possible, but unlike men, it is considered very difficult. This attitude is natural, because in a patriarchal society like Georgia - where the main burden of family caregivers still falls on women - the realization that more mobilization and effort is needed to balance career and family effectively is a prerequisite for success in both areas.

The correctness of this conclusion is evidenced by the honest acknowledgement of our interviewees that usually more time is devoted to their careers in life, that because of this the family often criticizes them and that the promotion of career growth is done more by the family and its interests. For example, many women spoke of the lack of balance between career and family life, and the criticism they receive from their families,

"I do not have a balance, my family often criticizes me, but I try very hard. Still, there is more career growth at the expense of a family" - Nonika

"I spend more time at work than with my family, but when I have free time, I always prefer to be with my family" - Keta

„... It is difficult, but still possible “-Gvantsa

As we mentioned above, their perceived opportunities for success, given that they correctly assess the difficulties of career advancement and family cohabitation, are less related to their gender. However, the fact that some of them still make the assumption that their career development opportunities may be more difficult than that of men already indicates the existence of mental problems in society that are a problem for career advancement in a woman's consciousness and, then, in real life and behaviour, because the public, collective mentality still believes that in the distribution of roles between women and men in the process of family cohabitation, the woman has the role of "housewife" and the man - the "breadwinner". Thus, in the process of socialisation, the new generation of women should be more involved. This "must" be, in many cases, a subconscious obligation that prevents a woman/mother from devoting time to work with a "clear conscience." If the husband participates

equally in the household and in the upbringing of the children, it is seen as "assistance" and not as a necessary obligation that the spouses have exactly before the family and children - both by law and by the principle of natural division of responsibilities.

Finally, let us look at the situations of our interviewees seen through the eyes of women, hidden or overt, of gender discrimination, which are usually frequent, especially in the work process, and which are usually caused by gender stereotypes and attitudes towards them in society. Naturally, it was not surprising to find that some of our interviewees confirm such precedents. However, what is positive about this fact is that none of them associated it with a gender factor and does not mention that their ignorance was based on gender. It should also be noted that our interviewees do not name the gender factor as a reason for the possible jobs and real controversy. On the other hand, job confrontations over differences of opinion and even incompatibility of opinions are a completely natural phenomenon and it does not mean the existence of gender controversies - which is naturally a positive and progressive trend. For example,

"I often disagree with the opinion of my boss or coworker, it is very important for me to express my opinion"- Elene

„Yes, I had and I often have business disputes with my colleagues" - Tamar

"I had controversies, by the way with women, but it was not really because of their gender" - Qeti

As for recalling situations in which our interviewees behave differently from natural behaviours in order to be taken seriously, some of our interviewees admit that they have such situations in their employment relationship, although this has nothing to do with gender - which is naturally very good. Interviewees who say that they have and/or have had such cases also say that they do not see anything bad or unusual in it because the work process is a normal "role play" in which you act according to the role and situation.

Tamar

"Yes, several times I had to do it only in relation to the case and behave in a way that the usual 'I' would not do. When you are 99% confident in yourself and perfect performance of the assigned duty, and you are shaded by certain circumstances, such methods are acceptable. Experience has shown me that "your work will present you" often does not work and you should do your best and try to present yourself and your work".

Such an attitude underscores once again the serious approach to the career advancement of our interviewees and the mobilisation that they spoke of above as a necessary precondition for success in business. And the fact that a woman as a sex factor is nowhere to be seen in the motive for such behaviour naturally indicates the emancipation of our interviewees and their self-confidence and ability. However, in fairness, it should be noted that the vast majority of Georgian employed and successful women do not discriminate on the basis of gender in such situations - the reason is that successful and employed women (such as our interviewees) do not need different gender behaviours to be taken seriously, or that the gender reason for such different behaviour is so deeply and subconsciously buried in the basis of her behaviour and is so latent that the interviewee has difficulty understanding it, in fact, she can not (However, both assumptions are, of course, hypotheses only, and its verification requires other design research). Here we have to talk about the different behaviour, which, according to our interviewees, is due to the sex of the woman. Interestingly, despite the existence of such behaviours and their perception of them accordingly, almost none of the interviewees consider it in a negative context. This is probably due to the fact that such different behaviours are mainly related to giving up space, moving forward - that is, showing respect for them and by no means differences in the case.

Elene

"Basically, please give me a place and in the direction of please let me enter first. I take myself so seriously in the case that no one can make me feel, perhaps, that it can be a matter of a woman and a man."

From the same quote, we can speak of the assumption made in the above conclusion, according to which we assumed that perhaps the unnatural and different behaviours performed by women come so deeply from the subconscious that their perception, in order to take her persona seriously - does

not happen. In particular, our interviewee Elene, in the above quote, says - "I take myself so seriously ..." and does not say "I am so serious ..." If in simple terminological terms, it is possible to draw certain conclusions - then this verbal agreement is in favour of our above version and, at the same time, goes to the deeper roots of the gender problem, which is due not only to the attitude of Georgian society - it is a more global, collective consciousness.

Only one interviewee named a phrase from a stereotypical approach: "You are a girl and you can not understand it" - which expresses that despite the aspirations of civil society to break down gender stereotypes - we are still in the grip of these heavy, bulletproof and chaotic ideas, which are often subconsciously derived from the actions and words of ourselves and those around us. Finally, it leads not to break the existing stereotype, but to strengthen it even more. This is confirmed by the existence of sexist comments in the experience of almost all interviewees, and although these comments are mostly humorous, they still come from the collective subconscious we have already discussed above, which shapes the future behaviour or attitude of each of us.

Finally, we asked our interviewees to evaluate themselves as a standard, stereotypical woman or a non-standard, ie, "masculine woman" different from the stereotype. We found the answers so interesting that we offer them unchanged - in the form of quotes:

"I would not characterize myself in any way - what does a stereotypical woman mean - every person is an individual and if a woman is strong and does things, why do you say that it is the behavior of a stereotypical man? I would describe myself as a strong woman who fights for her goals and tries to stand firm both in her family and in her career." - Elene

"I am not a radical feminist in this sense, but I am more there. I'm a masculine woman, I think more
- I'm in favor of equality-- Gvantsa

"I do not equate myself with feminist women, I think it all happens normally. Naturally, they are oppressed somewhere according to gender, but I do not identify myself with the oppressed " - Katie

Men perceive me as "Blokish" woman. I do not know why - I think stereotypes aggravate me and
because I am too smart - this is how men perceive me"-- Nana

"I am not really a stereotypical woman; my goal is not to reinforce stereotypes about women. On the contrary - I wrestle with projects and ideas that are not expected from a woman "- Sophie

"I have often done what characterizes men, so I am more blokish. I do not obey the rules, stereotypes and I do my job as I see fit. "- Interviewee Nino, 33 years old" I'm more caring, more feminine - though sometimes both"- Nonika

"I think I definitely do not really belong to the category of women with stereotypical and feminist thinking. I like balance in everything, I try to take everything into account a little bit, this is more dictated by the situation "-Keta

As we can see none of our interviewees considers themselves a standard, feminine woman. Most of them emphasize that they are not characterized by standard and stereotypical feminine behaviours, but on the contrary - their behaviours are mostly dominated by typical, masculine actions - such as those less expected of her as a woman.

In doing so, they consciously or subconsciously answer the question - what do those around them expect of them as women - and at the same time acknowledge the stereotype that women should be "such" and men - "such" that there are a "feminine and "masculine behaviours", "feminine and masculine roles" and thus different expectations towards women and men - which themselves are not justified. Perhaps the most interesting and unfortunate thing is that our interviewees are subconsciously "proud" of this, and probably a large part of the women's community, that their behaviours are more "masculine".

Key Findings from Segment Research

In conclusion, from the analysis of in-depth interviews of our interviewees, women employed in the PR industry on subordinate positions, we can highlight some important findings, namely:

- Firstly, among socialising agents, we mostly encounter female family members - the tendency is due to the fact that our interviewees belong to a transitional generation where the roots are still deeply rooted and the belief that a woman (mother, grandmothers) plays a leading role in raising a child.
- In adulthood, unlike in childhood (because the vast majority of interviewees name boys as partners in play/entertainment), women and men are more restricted in communicating with each other through conversational topics and forms of communication.
- In work relationships, it is important to maintain a balance between familiarity and collegial relationships. Having informal relationships between colleagues does not mean excessive familiarity,

and the latter is even detrimental to the common cause. This applies not only to the relationship between different but also to the same sex.

- It is noteworthy that only conversations between women are much more varied and unrestricted in terms of topics, as the existing avoidance of the opposite sex, even though they perceive themselves as one team in relation to work, is not relevant in this case. Here we meet such terms as the so-called "feminine" themes and "masculine" themes - these are the gender barriers that are not found in childhood, the so-called, interaction with primary socialisation agents (peer children) and which, with age, are based on stereotypes firmly established in society and its influence is formulated in the consciousness of each of us. Based on this, members of the community classify "feminine" and "masculine" topics and, at the same time, create artificial barriers to communication with each other. Thus, it turns out that the process of socialisation stigmatizes gender differences and determines the attitudes of each sex towards a stereotype - which ultimately affects the patterns of behaviour of the opposite sex and the relationship between them.
- Our interviewee women point out that the jokes in a gender-diverse team are more measured by women, while men are less aware of the female factor and thus often cause embarrassment.
- At the trend level, we can say that the field of public relations is more dominated by women managers and specialists than men - which, in turn, naturally answers one of the main tasks of our research - whether women find it difficult to establish a place in the **PR** industry.
- Our interviewees, when describing male managers, say that they are more loyal, more receptive and take into account the opinion of female employees and thus, it makes it more comfortable to work with them. However, they also emphasize that they often "look down" on a female employee, and very rarely, if ever, they say about him that he says anything "smart".
- When describing female managers, our interviewees believe that women are more detail-oriented, it is easier for female employees to communicate with them because they have more empathy in specific situations, are more attentive and focused on common work - ultimately, it makes them comfortable to work with female managers.
- In terms of work comfort, gender is not crucial, because the comfort of working with a manager is determined not by gender but by personal and professional skills.
- Interviewees do not equate themselves with their manager's management style even though none of them has a negative characterization of their boss. It turns out that women are not dissatisfied with the managers, although they would be less like her- this fact ultimately leads to the conclusion that our

interviewees compare her manager with herself, think about how they would be in her place and because they think they would do otherwise, it means less satisfaction with their current supervisor.

- Our interviewees attribute more managerial skills to themselves among the skills inherent to managers, and thus, subconsciously, emphasize their superiority as a potential lead over the current manager. This suggests that they are thinking about their own managerial abilities.
- As for the connection between the qualities of an effective manager and gender - in the analysis of the answers, there is no connection between the gender of a manager and the qualities of an effective manager (the similarities between the qualities of an effective manager and masculine roles). Moreover, the effective and good leader they describe is close to their own description of themselves as managers - which, on the one hand, indicates that women in subordinate positions think about career advancement and see themselves as managers, and on the other hand, they do not equate a good manager with a man - do not even think that a good manager may be characterized by the so-called "masculine" qualities. This trend indicates the desire of the Georgian society - more specifically the PR industry - to get rid of gender stereotypes, which allows a woman to be as successful a manager/leader as a man.
- A striking and very good trend is that almost all of our interviewees believe that career advancement and successful family life are possible at the same time. Synchronizing these two important areas and achieving efficiency is considered possible given that they properly manage their own capabilities, goals, life values, and most importantly, time management.
- Although obstacles to career advancement and/or success are not related to their gender, there are gender issues intertwined with the gender that pose a problem for career advancement in a woman's consciousness and, then, in real life and behaviour. The public collective subconscious still believes that in the process of family coexistence, in the distribution of roles between women and men, women have the role of "housewife" and men - "breadwinner", and thus, in the process of socialisation of the new generation, women "should" participate. This "must" is, in many cases, a subconscious obligation that does not allow a woman/mother, to devote time to work with a "clean conscience" and if the husband participates equally in the household and the upbringing of children, it is perceived as "assistance" and not a necessary obligation. which spouses have equally before their families and children - both by law and by the principle of natural division of duties?

- Interviewees do not relate their precedents of ignoring them in resolving important issues to gender aspects, nor to job conflicts that actually occur, but not because of gender.
- As for the situations in which our interviewees behaved/ behave differently from their natural behaviour to be taken seriously, some of your interviewees admit that they have such situations in their work relationship, they do not see anything bad or unusual in it, because the work process is a normal "role play" in which one behaves according to the role and the situation. Nor is this behaviour linked to the gender aspect - which, naturally, is very good. Here we should talk about the different behaviour towards our interviewees, which, in their perception, is due to the female gender. Despite the existence of such behaviours, almost none of the interviewees considered it in a negative context. This is probably due to the fact that such different behaviours are mainly related to giving up space, moving forward - that is, showing respect for them and by no means differences in the case. Only one interviewee names a phrase from a stereotypical approach: "You are a girl and you can not understand it" - which shows that despite the aspirations of civil society to break down gender stereotypes - we are still in their captivity.
- We encountered sexist comments with almost all interviewees, and although these comments are mostly humorous, they still come from the collective subconscious we have already discussed above, which shapes the future behaviour or attitude of each of us.
- When evaluating herself as a standard, stereotypical woman or different from the stereotype, a non-standard, so-called "masculine" woman, none of our interviewees considers themselves to be standard, feminine women, and most of them emphasize that not only standard and stereotypical feminine behaviours but on the contrary - their behaviours are mostly dominated by typical, masculine actions - such as those around her as less than a woman. By doing so, they are consciously or subconsciously answering the question - what are the expectations of those around them about their behaviour as women, and at the same time, they acknowledge the existence of the stereotype that women should be "such" and men - "such" that there is "feminine and masculine behaviours", "feminine and masculine roles" and thus different expectations towards women and men - which themselves are not justified. Perhaps the most interesting and unfortunate thing is that our interviewees, and probably a large part of the women's community, are subconsciously "proud" that their behaviours are more "masculine".

The Women Managers

Let us now look at the attitudes of women leaders employed in the PR sector towards gender differences in the industry and what difficulties they face in their career advancement process. It should be noted that the purpose of the research- which we discussed at the beginning of the report - was common to both segments. Simply presenting the views of the individual segments helped us to see more clearly the similarities and differences that women in different positions have on the same issues. Consequently, the discussion plan was almost the same for both segments.

The first and second questions of the main, a block of questions served to determine in what kind of gender environment our interviewees grew up in and what their upbringing style was. The study of these two factors, and the correlation between them, serves the purpose of determining whether the leadership style of these women is related to their childhood experiences and, if so, in what aspect. The study of the gender environment of upbringing is also due to the fact that - as in the case of employees, we see a correlation between the current views of our interviewees and their upbringing environment. To what extent is the background of their initial socialisation related, then already, to their views on career development and opportunities for women and men? Based on the analysis of the data, the dominant role of female family members among the first agents of socialisation was revealed here as well, although in this case, the existence of an equal, balanced relationship with the mother and father is more obvious. The same can be said about the gender balance of relationships with peers in the upbringing environment. The vast majority of interviewees name both boys and girls as partners during play/fun. Under these circumstances, the conclusion that we made in the study of the speciality segment was underlined once again, according to which we rarely encounter limitations between the relationships in childhood according to the different sexes. Unlike already in adulthood, when women and men are more restricted in communicating with each other through conversational topics and forms of communication.

As for the upbringing style of our interviewees, here we unequivocally find an emphasis on a fair, moderately and necessarily strict, yet democratic approach on the part of the parents. To what extent does this relate to their management style as a leader - we will see in the analysis of the next question. In particular, the third question in the main block of our discussion plan concerned the style of communication of our interviewees as managers with their employees.

It is noteworthy that almost all of them say they are attentive, understanding, democratic, fair. However, if necessary, direct and rigid. She does not shy away from showing rigour to achieve a common goal, which is explained by the fact that when managing a work team, it is necessary to harmoniously combine interpersonal and bureaucratic governance styles. For example,

Tamta

"I am both direct, rigid and attentive because if you are not a little rigid, in many cases, we can do work effectively without that. For example, there may be employees who are not performing their duties effectively or need a reminder or need to be told that it is necessary, or urgent. As you know, this practice is common in Georgia, therefore, only with a friendly attitude, in my experience, at all places where I have worked, things are not done effectively. The good word is 'benefit', and if we want to benefit from the work, then sometimes we need toughness, friendship and attention to everything"

In principle, we can say that our interviewee has an indirect influence on the leadership style of managers, although the impact of their upbringing is democratic and, at the same time, fairly rigorous experience, which naturally adds to the theoretical and practical experience gained in the management process.

Now let's see how the interviewees' work, including informal, communication with employees - both women and men - and what limitations we face in these communications according to gender differences. Our interviewee managers value personal communication skills in relationships especially - given that the standard of their organisation, as well as the PR industry, is uniquely focused on teamwork style, which, as we know, requires a close correlation between employees. In such conditions, it is important to maintain a balance between informal as well as professional and business relations, based on common organisational goals. In the same section, as in the analysis of interviews with PR specialists, we can find very interesting findings in the informal relationships between employees in organisations - in particular, our interviewees talk about the differences that they observe in the interpersonal, informal relationship between women and men. Here, too, interviewees point out that only conversations between women are much more diverse and unrestricted in terms of topics

because of the avoidance of the opposite sex - even though they perceive themselves as one team in relation to work. Consequently, when only women are participants in informal conversation, both the content and the topic of the conversation are hesitant and indefinite. And when men are also involved in this communication, both parties are measured and demarcated to avoid embarrassment in front of either party and encroachment on their interests. The same position is stated with humour. However, for the sake of fairness, it should also be noted that among our interviewees' responses, the similarity of the conversational topics between women and men when discussing informal topics is highly felt. That is, this segment makes little mention of the large difference in conversations between women and men in terms of the content of the topics of conversation. For example,

Salome

Personal topics, family topics- everything, we are close to each other. During working hours, I try not to talk about other topics. However, we often take breaks, and then we talk very freely. We do not have sexism at that time "

Consequently, we rarely come across terms such as so-called "feminine" themes and "masculine" themes. However, like the interviews of specialist interviewers, interviewees here acknowledge that they are usually more open when talking to women about "feminine" topics, and suggest that men's conversations will be the same openness when they speak only in a masculine environment, independent of women. It turns out that, although gender barriers are found in this case as well, in the interview of women in managerial positions, there is still less of the difference that we encountered abundantly in our research in interviews with specialists.

The reason for such an interesting difference between these two segments can be considered, on the one hand, the childhood environment of women managers - which we have already talked about above, and in which, unlike the specialist segment, men were more prominent. Consequently, we can assume that in the case of more involvement of men among the agents of primary socialisation, already in adulthood - there is less difference between the secondary agents of socialisation in the communication between men and women. The reason for this, on the other hand, maybe the self-confidence formed in the leadership process, which, to some extent, also manifests itself in communication with the opposite sex and creates fewer barriers in terms of separating gender-different

conversational topics. This assumption does not apply to the discussion of intimate topics, which of course are different in feminine and masculine conversations. Restraint in discussing such topics in mixed collectives is, of course, a completely natural process and should not be taken into account as an artificial gender barrier. Thus, the conclusion made in the specialist segment, according to which the process of socialisation stigmatizes gender differences and determines the attitude of each sex towards the stereotype - is valid here as well, because in this case, the figuration of men among the agents of primary socialisation, already in adulthood, changes the degree of communication of these people with the masculine environment - uniquely. It would probably be logical to continue the research report by characterizing our interviewees by their managerial skills and management style - how these characteristics relate to their personal and general characteristics and, most interestingly, how much they think their management style is exemplary for their submissive women.

First of all, it should be noted that all of our female leader interviewees, describes herself as an attentive, team-oriented, employee-oriented, team-oriented leader who, when needed, is tough but fair and explains it by the need to do the job. Not surprisingly, such leadership styles are directly related to their general style of general communication, and they find it much easier to lead if the qualities of a leader are organic and they do not have to assimilate artificial behaviours into the management process. Here, it is interesting to make a list of the leadership qualities that our interviewees talk about. In particular, all of our interviewees state that they are self-confident, managerially motivated, have analytical, managerial, operational skills, and can positively promote themselves. Few of them say that with these skills, they are emotional and sensitive towards people. Less because, presumably, these two qualities are considered a not-so-favourable characteristic for the manager and they emphasize that they try to use these skills less in professional activities. If we compare these characteristics, we will see a tendency for our interviewees to show their managerial skills more positively - this once again confirms the correctness of our conclusion in the previous block that none of the interviewees in the subordinate segment is completely satisfied with their manager, does not completely like her manager person and thus, describes herself better and sees herself as a better manager. Of course, all this would not be surprising, if only not the comparison of these characteristics with managerial characteristics made by the first target group of the study - women employed in the position of the subordinate in the PR industry.

The point is that in characterizing themselves, both segments have a similar list of managerial skills, i.e., both managers and their subordinates talk about the same managerial skills with themselves.

The difference (which seems quite interesting) is observed only in the characterization of managers' managerial skills by subordinates and in the demonstration of their managerial skills by supervisors. In particular, the managerial skills listed by subordinates, which they attribute to their managers, are much less and, naturally, less positive than the managers themselves attribute to themselves. This phenomenon was explained by us in the analysis of the previous segment, by the lack of complete satisfaction with the person of managers and also by the fact that they present themselves as better managers. The logic is confirmed here as well. However, it is good that none of the segments is even subconsciously perceived as the cause of this by a gender factor, which may have conditioned several managerial qualities that they and / or their managers do not have. Here we will talk about the qualities of an ideal manager described by the interviewees, which, we will not be surprised if we say that they are close to their characterization.

Accordingly, according to our interviewees, the characteristics of an effective manager include: having managerial experience and the ability to effectively motivate and manage employees, the effectiveness of personal communication, willingness to listen and, if necessary, accept the opinion of others, be able to listen, broad thinking, fairness, democracy. However, must be demanding and have a purposeful character. Must be organised, able to control emotions, and work in stressful situations. Must be self-confident - have self-confidence, must be able to properly distribute and delegate responsibilities, must be results-oriented, adequately ambitious, energetic, and most importantly setting an example for others. Also, must have communication and planning skills. For example,

Nina

"Must have a hand on the pulse, must feel the process and have feedback"

Salome

"Must be able to present herself in the employee's place, must be direct and must not make you feel that she has more influence over you and stands above"

As for the connection between the qualities of an effective manager and gender - in the analysis of the answers, there is no connection between the gender of a manager and the qualities of an effective manager (the similarities between the qualities of an effective manager and masculine roles). Moreover, as already mentioned above, the effective and good manager they describe is close to their description of themselves as a manager. This indicates that they do not equate a good manager with a man in any way - do not even think that a good manager may be characterized by the so-called "masculine" qualities. This trend indicates the desire of the Georgian society - more specifically the PR industry - to get rid of gender stereotypes, which allows a woman to be as successful a manager/leader as a man. This is confirmed by the fact that when asked whether they prefer to work with female employees or with men, all of them unequivocally answer that they do not see a difference in this respect, that it does not matter for her will she gives a task to a woman or man. Only one interviewee, in favour of women, said that female employees are more operative and thus feel more comfortable with them because they know - they will have fewer problems with them in terms of completing the task.

Despite such approaches, we would like to pay special attention to the response of one interviewee, which may include a gender aspect:

Salome

"I am comfortable with both, but because a woman can subdue a man, I like a man more ..."

In the quote given by the interviewee, the concept of "subjugation" is related to the gender factor - in this case, the subjugation of the man by the woman. However, if we take into account that "obedience" is not perceived as a positive factor in management - especially if the reason is a specific gender, I think this perception is related to gender stereotypes and naturally, in addition to similar perceptions, is manifested in other actions and attitudes.

The next block in our discussion plan, it is entirely aimed at establishing the views of women employed in the PR industry on their prospects for further development in the field and the difficulties they face along the way. Also, the main purpose of this concluding section is to determine whether they believe that their gender and/or gender stereotypes, which still exist in Georgian and other societies (including Western ones, etc.), are an obstacle to career advancement.

With this segment, as well as with the previous segment to be analysed, there is a striking and very good trend that all of our interviewees believe that career advancement and successful family life are possible at the same time. They say this against the background that they are well aware of the real difficulties that come with caring for a career in parallel with effective family management. Most of them already have a family, a personal life and a successful PR career with them - they are the leaders in the given sector. Consequently, synchronizing these two important areas and achieving efficiency is considered possible given that they properly manage their capabilities, goals, life values, and most importantly, time management. Most importantly, obstacles to career advancement are not related to their gender, however, we can not fail to mention here the opinion of some of them, according to whom - with family cohabitation, career advancement is possible, but unlike men, it is considered very difficult. This attitude is similar to the position of women in subordinate positions and is characteristic of our patriarchal society - where it is still believed that the main burden of family caregivers falls on women. The fact that more mobilization and effort is needed to effectively balance career and family - both segments consider as a prerequisite for success.

The correctness of this conclusion is evidenced by the honest acknowledgement of our interviewees that success usually requires sacrifice, but they also acknowledge that success always comes at the expense of giving up something - be it free time, family, or anything else. It depends on the right management of priorities, time, and opportunity. For example,

"I think all success requires sacrifice. From my point of view, I think that I should develop my career first. I have been imagining starting a family since I was 35 and I think that I am not developed enough now, I want to achieve more success. Maybe you have to develop one side first " - Nia

"I think it is not possible. However, I could not blame it on the PR field. In general, work and family are difficult, when a woman is employed it is difficult to reconcile with the family. In general, we like to point out that the difficulties we face, objectively speaking, are the same in all areas. I think it's hard - though possible, depends on the job. I try very hard to maintain balance " -Tata

As we mentioned above, their perceived opportunities for success, given that they correctly assess the difficulties of career advancement and family cohabitation, are less related to their gender. However, the fact that at least some of them assume that their career development opportunities may be more

difficult than that of men already indicates the existence of problems in society that pose a problem for career advancement in a woman's consciousness and then in real life and behaviour.

In the same block of questions, we asked our interviewees to describe their career advancement process so that we could see the difficulties that might have been blamed on their family life and/or gender. However, we did not find anything like this because none of the interviewees talked about gender and/or time management problems on the way to their career development. Almost all of them have internships - demonstrating their abilities to the maximum, then improving their skills, here or abroad, then leading an important project and after showing a good reputation and qualities - already taking on a responsible position, which she thinks she can handle successfully. Fortunately, as we have already mentioned, problems in terms of gender are not stated on the path of their career advancement, which is naturally a very positive trend.

Finally, let us look at the situations of our interviewees seen through the eyes of women, hidden or overt, of gender discrimination, which are usually frequent, especially in the work process, and which are usually caused by gender stereotypes and attitudes towards them in society. The answers to the question - "Have you felt ignored in important issues" - the answers are similar to the previous segment of our study, the positions of women in subordinate positions, however, which is positive in this case too, none of them links it to the gender factor and does not mention that they were ignored based on gender. It should also be noted that our interviewees do not name the gender factor as a reason for the possible jobs and real controversy. On the other hand, job confrontations over differences of opinion and even incompatibility of opinions are a completely natural phenomenon and it does not mean the existence of gender controversies.

Here we should talk about the different behaviour of our interviewees, which, in their perception, is due to the female gender. As already emphasized in the analysis of the previous segment, we emphasized that despite the existence of such behaviours and the perception of it, almost none of the interviewees viewed it in a negative context, because such different behaviours were mainly related to giving up space, moving forward, doing hard work, etc. - That is, to show respect to them and in no case the differences in the case.

In this case, we came across slightly different positions. In particular, in addition to the cases of positive discrimination already discussed above, which this segment of the interviewees also assesses as neutral/positive, some of the interviewees also observe different behaviours/ attitudes towards them to the performance of the case. For example,

"Yes, there was - for example, because I am a woman, I could not solve this problem in this situation.

I could not solve it, etc. “-Niniko

"Yes, by the way - when I make meetings and we assess what we did well and whatnot. It is difficult for them to accept rebuke. Yes, there are fewer remarks, but I feel that my initiative is perceived differently. “ -Salome

Such a difference is probably because, unlike the previous segment, the given interviewees are in leadership positions, and the assumption that there is more scepticism towards the person in the leadership position and the gender factor is significantly involved in it - does make sense. Nor is it illogical to assume that the interviewees themselves perceive all attitudes towards them critically and conduct them in a gender context - which, in turn, is naturally driven by gender stereotypes and prejudices.

As for recalling situations in which our interviewees behave differently from natural behaviours to be taken seriously, some of our interviewees admit that they have such situations in their employment relationship, although this has nothing to do with gender. Moreover, they think that different behaviour from natural is a very common role play that usually characterizes all people and it does so depend on the situation - as will be better in each case. Consequently, they do not see anything bad or unusual in this. For example,

"I think everyone behaves like that, we are leaving our" casual "and we are an official. In my opinion, you can not be natural at work. There are restrictions and behaviour changes "-

“-Magda

"I acted only because I did not want to annoy the employees and not because I am a woman. Employees are annoyed with activity and I have slowed down the initiatives because of that. Then, they themselves requested me to be active again. I waited for their feedback and it has given good result "- Salome

Such an attitude is slightly different from similar data from the previous segment of our study because, in the case of employees, the recognition of behaviour different from the natural one was less than in the case of managers. This is because women in leadership positions are more confident in themselves and in the correctness of their behaviour, which is the result of their experience and work position. And the fact that the motive for such behaviour is nowhere to be seen (in any of the segments) for the female as a sex factor, naturally indicates the emancipation of our interviewees and the confidence in themselves and their capabilities. Here, too, we must emphasize that the vast majority of employed and successful Georgian women do not single out the gender factor in such situations - the reason for this is that a successful and employed woman (such as our interviewees) does not need gender-different behaviours to be taken seriously, or that the gender reason for such different behaviour is so deeply and subconsciously buried in the basis of her behaviour and is so latent that the interviewee has difficulty understanding it, in fact, can not (However, both of these assumptions, which we have already mentioned in the analysis of the results of the previous segment, are naturally only hypotheses and its verification requires the study of other designs).

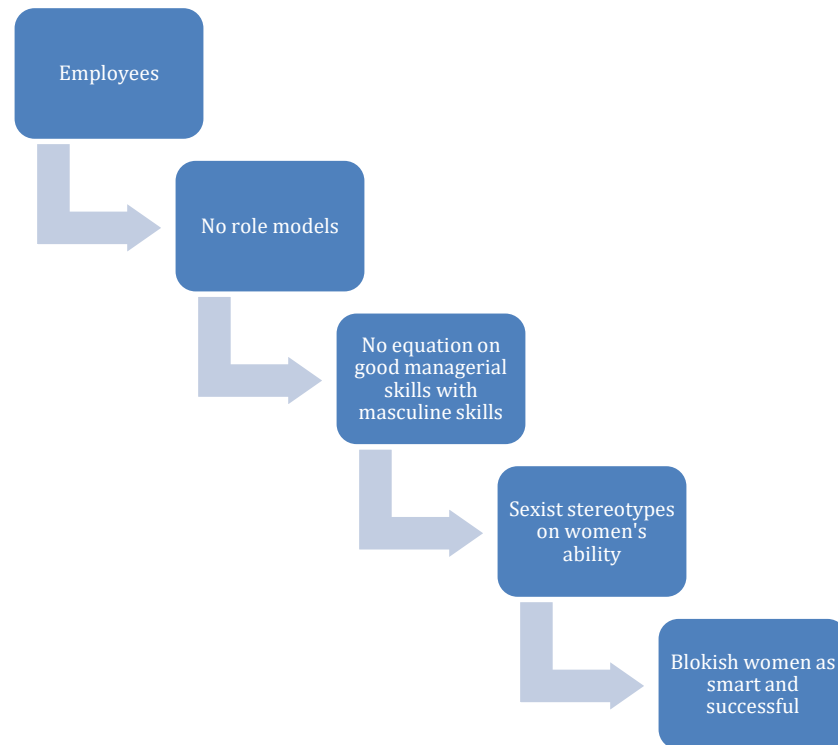
This is confirmed by the existence of sexist comments in the experience of almost all interviewees, and although these comments are mostly humorous, they still come from the collective subconscious we have already discussed above, which shapes the future behaviour or attitude of each of us. However, it should also be noted that in interviews with executives, in contrast to the segment of subordinate PR specialities, our interviewees talk much less about sexist comments about them. Mostly they say it probably is, but they have not heard - especially towards them. This factor is again and again conditioned by their job position (managerial position) and indicates that the informal communication of the employees with their supervisor is highly measured and subordinate. In the given block of questions, we were also interested to find out if our interviewees have ever been told that their gender hurts their professionalism and if they think they need to work harder and work harder to succeed, unlike men.

The results are hopeful because in the experience of none of our interviewees is there a precedent of rejection in the case due to gender. And as for the sex factor in achieving success, they believe that modern reality gives women and men equal opportunities for development and success. And if this or that sex will achieve success - naturally depends on a lot of work on their part, but by no means on the gender factor. This position also differs slightly from the answers of the previous segment, as subordinate women are more likely to consider the sex factor as a determinant of their success, and more of them think that, unlike men, they work harder to succeed. However, the overall picture there is also positive and mostly focused on their capabilities.

Finally, we asked our interviewees to say, from their point of view - whether they are a role model for their female employees, an example of a supervisor. The answers are quite interesting in the sense that when we asked subordinates whether their supervisor was a managerial model and example for them, they categorically stated that they would not be the managers they have - and when asked a similar question by managers - they think they have precedents - of dressing like her, imitate their writing style, project management, relationship, etc. Such differences in responses may be caused by misperceiving, misunderstanding, and misinterpretation of one's own or another's motives. On the one hand, subordinates do not realize that they are imitating their boss to some extent, and on the other hand, superiors misinterpret the motive of their subordinate behaviour.

Therefore, when looking at all views on women managers, from employee's and manager's perspective, we identify an interesting situation. In terms of employees (graph 3), women do not see men or women managers as role models and have a tendency to see themselves as better skilled. They also do not equate good managerial skills with what is traditionally perceived as masculine.

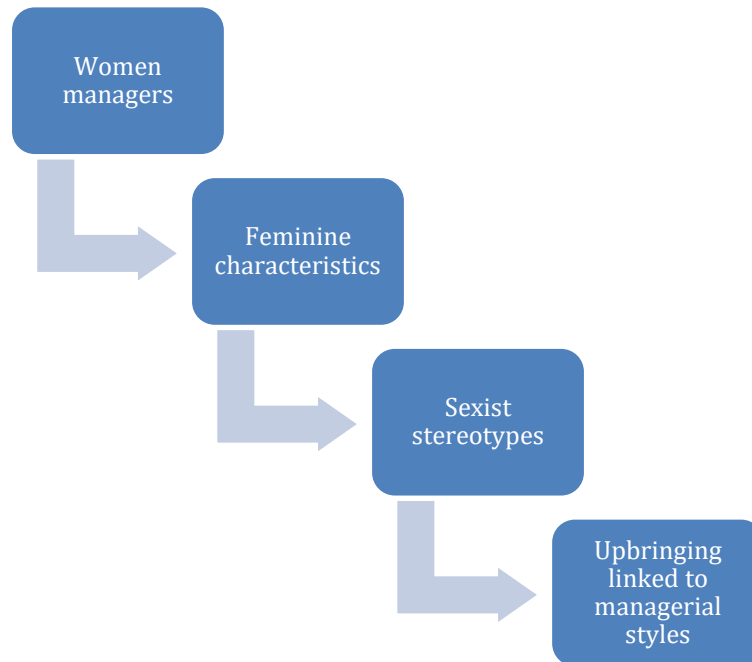
Graph 3. Women Employees and Managerial Styles



They emphasise that there are negative stereotypes about women's ability to do the work, such as insulting their intelligence and accusing them of not understanding something, and interestingly, associate blokish women with intelligence, and thus see them as smart and successful. In other words, while interviewed women do not associate masculine characteristics with successful leadership when asked directly, in a conversation they do actually because they are trying to distance from being seen as less intelligent through blokishness and thus embrace and equate masculinity with success and intelligence.

On the other hand, women managers state they have more open communication with women employees and describe their managerial style in what is usually perceived as feminine, e.g. attentive, team-oriented, but they also show some masculine characteristics when they say they are also tough but fair. However, despite these characteristics, they report they are less respected and less listened to (graph 4). Nevertheless, their managerial style is linked to their upbringing, which they described as democratic but also strict.

Graph 4. Women Managers and Managerial Styles



Findings and Conclusion

In conclusion, we can highlight some important findings from the analysis of in-depth interviews of our interviewees - women in managerial and employee positions in the PR industry.

Firstly, the dominant role of female family members among primary socialisation agents is evident. However, in this case, it is more common to have an equal, balanced relationship with mother and father. The same can be said about the gender balance of relationships with peers in the upbringing environment - these circumstances underscored the conclusion we made in our study of the speciality segment, according to which we encounter fewer restrictions on relationships between the sexes in childhood. Unlike already in adulthood, when women and men are more restricted in communicating with each other through conversational topics and forms of communication. The style of raising interviewees is focused on a fair, moderately, and necessarily strict, yet democratic approach by parents, which is directly related to their communication style with their employees. All of them say that they are attentive, understanding, democratic, fair - however, if necessary, direct and rigid, they do

not shy away from showing harshness to achieve a common goal, explaining that a harmonious combination of interpersonal and bureaucratic governance styles is essential.

Analysing the interviews of PR leaders as well as PR employees, we came across some very interesting findings regarding the informal relationships between employees in organisations. Both segments point out that only conversations between women are much more diverse and unrestricted in terms of topics. The same position is stated to humour. However, in fairness, it should also be noted that our supervisors respond more to the similarity of conversational topics between women and men when discussing informal topics - that is, this segment makes little note that there is a big difference between conversations between women and men in terms of conversation topics. The reason for such an interesting difference between these two segments can be considered, on the one hand, the childhood environment of managerial women - in which, unlike the specialist segment, men were more prominent - therefore, we can assume that if there are more men among primary socialising agents, then already in adulthood, there is also less difference between men and women in communication between secondary socialisation agents. The reason for this, on the other hand, maybe the self-confidence formed in the leadership process, which, to some extent, also manifests itself in communication with the opposite sex and creates fewer barriers in terms of separating gender-different conversational topics. Thus, the conclusion made in the specialist segment, according to which the process of socialisation stigmatizes gender differences and determines the attitude of each sex towards the stereotype - is valid here as well, because in this case, the figuration of men among the agents of primary socialisation, already in adulthood, changes the degree of communication of these people with the masculine environment - uniquely.

First of all, it should be noted that all of our female leader interviewees, describe themselves as an attentive, team-oriented, employee-oriented, team-oriented leader who, when needed, is tough but fair and explains it by the need to do the job. Such leadership styles are directly related to their general style of general communication, and they find it much easier to lead if the qualities of a leader are organic and you do not have to assimilate artificial behaviours into the management process. Among their managerial qualities, they distinguish self-confidence, managerial motivation, having analytical, managerial, and operational skills and a good ability to present themselves positively. If we compare the results of both segments of our research with this question, we get quite interesting information, namely - in characterizing themselves, both segments speak of similar managerial skills. An interesting

difference is observed only in the description of managers' managerial skills by subordinates and in the description of their managerial skills by managers. In particular, the managerial skills listed by subordinates, which they attribute to their managers, are much less and, naturally, less positive than the managers themselves attribute to themselves. This phenomenon was explained by us in the analysis of the previous segment, by the lack of complete satisfaction with the person of managers and also by the fact that they present themselves as better managers. The logic is valid here as well, however, it is good that none of the segments is even subconsciously perceived as the cause of this by a gender factor, which may have conditioned several managerial qualities that they and/or their managers do not have. Talking about the qualities of an ideal manager, we found that it is close to their characterization - these are: having managerial experience and the ability to motivate and manage employees effectively, effective personal communication, willingness to listen and, if necessary, accept others' opinions, be able to listen, think broadly, fairness, democracy - however demanding and purposeful, must be organised, be able to control emotions and work in stressful situations, must be self-confident - have self-confidence, must be able to properly distribute and delegate responsibilities, must be result-oriented, adequately ambitious, energetic and, most importantly, exemplary to others. Also, must have communication and planning skills. Fortunately, the connection between the qualities of an effective manager and gender is not obvious.

Although clearly none of the segment interviewees mentioned the advantage of working with male employees/bosses, from the conversations of some of them, there is still a hidden/ subconscious desire to work with and advantage with the opposite sex. This, naturally, is influenced by a gender stereotype and which subconsciously, however, ultimately still determines their attitude towards the opposite sex. With this segment, as well as with the previous segment to be analyzed, there is a striking and very good trend that all of our interviewees believe that career advancement and successful family life are possible at the same time. They say because they are well aware of the real difficulties that come with building a career in parallel with effective family management, as most of them already have family, personal life and a successful PR career - are leaders in the sector. Most importantly, obstacles to career advancement are not related to their gender, however, we can not fail to mention here the opinion of some of them, according to whom - with family cohabitation, career advancement is possible, but unlike men, it is considered very difficult. This attitude is similar to the position of women in subordinate positions and is characteristic of our patriarchal society - where it is still believed that

the main burden of family caregivers falls on women. The correctness of this conclusion is evidenced by the honest acknowledgement of our interviewees that success usually requires sacrifice, but they also acknowledge that success always comes at the expense of giving up something - be it free time, family or anything else. It depends on the right management of priorities, time and opportunity.

When describing their career advancement process, none of the interviewees talks about gender and /or time management problems - which is, of course, a very positive trend. The answers to the question - "Have you felt ignored in important issues" - the answers are similar to the previous segment of our study, the positions of women in subordinate positions, however, which is positive in this case too, none of them links it to the gender factor and does not mention that they were ignored based on gender. Neither do our interviewees name the gender factor as a reason for possible and real work controversies? On the other hand, job confrontations over differences of opinion and even incompatibility of opinions are a completely natural phenomenon and it does not mean the existence of gender controversies.

As for the different behaviours perceived by our interviewees, which are due to their gender as a woman (in the analysis of the previous segment, we emphasized that despite the existence of such behaviours and their perception, almost none of the interviewees viewed it in a negative context, because such different behaviours were mainly related to expressing respect for them), in this case, we have encountered slightly different positions - in particular, except for the cases of positive discrimination already discussed above, which this segment interviewees, some of them observe different behaviours/attitudes towards them in relation to the performance of the work. Such a difference is probably because, unlike the previous segment, the given interviewees are in leadership positions, and the assumption that there is more scepticism towards the person in the leadership position and the gender factor is significantly involved in it - does make sense. Nor is it illogical to assume that the interviewees themselves perceive all attitudes towards them critically and conduct them in a gender context - which, in turn, is naturally driven by gender stereotypes and prejudices.

Situations in which our interviewees behave differently from natural behaviour is in no way related to the gender aspect - moreover, they think that behaving differently from the natural is a very common role play that usually characterizes all people and it does so depending on the situation - as it will be

better for each particular case. This attitude is slightly different from similar data from the previous segment of our study because in the case of employees the recognition of different behaviours was less natural than in the case of managers - I think it is due to more confidence in women in leadership and their behaviour. And the fact that the motive for such behaviour is nowhere to be seen (in any of the segments) for the female as a gender factor, naturally indicates the emancipation of our interviewees and the confidence in themselves and their capabilities. As for sexist comments - these comments with both segments have mostly a sense of humour. However, it should also be noted that in interviews with executives, in contrast to the segment of employee PR specialities, our interviewees talk much less about sexist comments. This factor is again conditioned by their job position (managerial position) and indicates that the informal communication of the employees with their supervisor is highly measured and subordinate.

The results are also hopeful in the direction of questioning the professionalism of the interviewees due to gender - none of our interviewees' experiences set a precedent for dismissal on the grounds of sex, and as for the sex factor in achieving success, they believe that modern reality gives women and men equal opportunities for development and success - and if this or that sex will achieve success - depends on a lot of work on their part, but by no means on the gender factor. This position also differs slightly from the answers of the previous segment, as subordinate women are more likely to consider the sex factor as a determinant of their success, and more of them think that, unlike men, they work harder to succeed. However, the overall picture there is also positive and mostly focused on their capabilities.

Are our interviewee women leaders, an example of behaviour for their female employees - the answers are quite interesting in the sense that when we asked subordinates whether their supervisor was a managerial model and example for them, they categorically stated that they would not be the managers they have - and when asked a similar question by managers - they think they have precedents - of dressing like her, imitate their writing style, project management, relationship, etc. Such differences in responses may be caused by misperceiving, misunderstanding, and misinterpretation of one's own or another's motives. On the one hand, subordinates do not realize that they are imitating their boss to some extent, and on the other hand, superiors misinterpret the motive of their subordinate behaviour.

When evaluating herself as a standard, stereotypical woman or different from the stereotype, a non-standard, so-called "masculine" woman, none of our interviewees, working at subordinate positions in

the field of PR, consider themselves to be standard, feminine women and most of them emphasize that not only standard and stereotypical feminine behaviours but on the contrary - their behaviours are mostly dominated by typical, masculine actions - such as those around her as less than a woman. By doing so, they are consciously or subconsciously answering the question - what are the expectations of those around them about their behaviour as women, and at the same time, they acknowledge the existence of the stereotype that women should be "such" and men - "such" that there is "feminine and masculine behaviours", "feminine and masculine roles" and thus different expectations towards women and men - which themselves are not justified. Perhaps the most interesting and unfortunate thing is that our interviewees are subconsciously "proud" of this, and probably a large part of the women's community, that their behaviours are more "masculine".

References

Alvesson, M. (2013). *Understanding Organisational Culture*, 2nd edition. London: SAGE.

Alvesson, M. (1998). Gender Relations and Identity at Work: A Case Study of Masculinities and Femininities in an Advertising Agency. *Human Relations*, 51(8), 969-1005.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.

Bibilashvili, L; Bandzeladze, M. (2017) PR and gender stereotypes. World and Gender International Journal, Special Edition.

Bibilashvili, L; Bandzeladze, M. (2017) The society and gender stereotypes – the role of public relations in formation of public opinion as the basis of stereotypes” – *Caucasus Journal of Social Sciences*.

Lapadat, J. (2010). Thematic analysis. In - Mills, A. J.; Durepos, G., & Wiebe, E. (eds) *Encyclopedia of case study research*. Thousand Oaks: Sage (pp. 926-928).

Mills, E. (2017). How to Deal with Men. *British Journalism Review*, 28(4), 5-7.

Mills, E. (2014). Why Do the Best Jobs Go to Men? *British Journalism Review*, 25(3), 17-23.

North, L. (2016). 'Still a Blokes Club': The Motherhood Dilemma in Journalism. *Journalism*, 17(3), 315-330.

North, L. (2016a). The Gender of 'soft' and 'hard' news: Female journalists' views on gendered story allocations. *Journalism Studies*, 17(3), 356-373.

North, L. (2014). The Gender of "soft" and "hard" news. *Journalism Studies*, 17(3), 356-373.

North, L. (2009). 'Blokey' Newsroom Culture. *Media International Australia*, 132, 5-15.

North, L. (2009b). *The Gendered Newsroom: How Journalists Experience the Changing World of Media*. Cresskill, NJ: Hampton Press.

Polić, M., & Holy, M. (2020). Women in Public Relations in Croatia. In - Topić, M. (ed). *EUPRERA Report Vol.2, No. 1*. Leeds/Brussels: Creative Media and Communications Research Ltd & EUPRERA.

Rohwer, L., & Topić, M. (2018). The Communication of Corporate-NGO Partnerships: Analysis of Sainsbury's Collaboration with Comic Relief. *Journal of Brand Management*, 26(1), 35-48.

Topić, M. (2020). Two Englands? Blokishness, masculine habitus and the North-South divide in the advertising industry. *Gender in Management: An International Journal*. EarlyCite: <https://www.emerald.com/insight/content/doi/10.1108/GM-12-2019-0263/full/html>

Topić, M., João Cunha, M. J., Reigstad, A., Jelen Sanchez, A., & Moreno, Á. (2020). Women in Public Relations (1982-2019). *Journal of Communication Management*. Early Cite: <https://www.emerald.com/insight/content/doi/10.1108/JCOM-11-2019-0143/full/html>

Topić, M. Women in Public Relations in England. In Topić, M. (ed), *EUPRERA Report Vol 2*, No 1. Leeds/Brussels: Creative Media and Communication Research Ltd & EUPRERA.

Topić, M.; Cunha, M.J. Reigstad, A.; Jelen-Sanchez, A.; Diers Lawson, A.; Polić, M.; Moreno, A.; Zurbano Berenguer, B.; Damian-Gaillard, B.; Sanz, P.; Fuentes Lara, C.; Cesarec Salopek, N.; Saitta, E.; Cruz, C.; Simeunović Bajić, N.; Vandenberghe, H.; Bibilashvili, L.; Kaladze,

N. (2019). Women in Public Relations – A Literature review (1982-2019). *EUPRERA Report Vol 1., No. 1*. Leeds/Brussels: Creative Media and Communications Research Ltd. & EUPRERA.

Topić, M. (2018). Not bloke-ified enough? Women journalists, supermarket industry and the debate on sugar in the British press (2010-2015). *Newspaper Research Journal*, 39(4), 433-442.